

Membership Balance Plan
Defense Science Board

Agency: Department of Defense (DoD)

1. Authority: The Secretary of Defense, in accordance with the Federal Advisory Committee Act of 1972 (5 U.S.C., Appendix, as amended) and 41 C.F.R. § 102-3.50(d), established the Defense Science Board ("the Board"), a discretionary advisory committee.
2. Mission/Function: The Board shall provide the Secretary of Defense; the Deputy Secretary of Defense; the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)); the Chairman of the Joint Chiefs of Staff; and as requested, other Office of the Secretary of Defense Principal Staff Assistants; the Secretaries of the Military Departments; and the Commanders of the Combatant Commands independent advice and recommendations on science, technology, manufacturing, acquisition process, and other matters of special interest to the DoD.
3. Points of View: The Board shall be composed of no more than 50 members, who are eminent authorities in the fields of science, technology, manufacturing, acquisition process, and other matters of special interest to the DoD.

The DoD, in selecting potential candidates for the Board, reviews the educational and professional credentials of individuals and bases its selections on this review and the subject matters being handled by the Board. The DoD has found that viewing complex issues facing the DoD through a multi-disciplinary advisory committee provides the DoD and, more importantly, the American public with a broader understanding on which to base subsequent policy decisions.

Each Board member, based upon his or her individual and professional experiences, provides his or her best judgment on the matters before the Board, and he or she does so without representing any particular point of view and in a manner that is free from conflict of interest. Board members who are not full-time or permanent part-time Federal officers or employees, shall be appointed as experts and consultants pursuant to 5 U.S.C. § 3109 to serve as special government employees (SGE) members. Board members who are full-time or permanent part-time Federal officers or employees will be appointed pursuant to 41 C.F.R. § 102-3.130(a) to serve as regular government employee (RGE) members. The DoD, unless otherwise ordered by statute or Presidential directive, does not use representative members on DoD established or supported advisory committees.

Membership will be fairly balanced in terms of points of view represented and the functions to be performed by the Board. The Board's membership balance is not static and the Secretary of Defense may change the membership based upon work assigned to the Board by the Secretary of Defense, the Deputy Secretary of Defense, or the USD(AT&L), as the Board's Sponsor.

4. Other Balance Factors: Candidates for appointment come from government service, military service, academia, or private industry, and individual appointments are based on the subject matter being reviewed by the Board.

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5. Candidate Identification Process: The DoD, in selecting potential candidates for vacancies on the Board, reviews the educational and professional credentials of individuals with extensive professional experience in the areas of science, technology, manufacturing, acquisition process, and other matters of special interest to the DoD. Potential candidates are identified by the Board's professional staff and senior DoD career and political officials.

Once potential candidates are identified, the Designated Federal Officer and the Board's staff review the credentials of each individual, narrow the list of potential candidates and forward the list to the USD(AT&L). During the USD(AT&L) review, he or she strives to achieve a balance between the educational and professional credentials of the individuals and the subjects that he or she anticipates will be reviewed by the Board to achieve expertise in points of view regarding anticipated topics.

Once the USD(AT&L) has narrowed the list of candidates and before formal nomination to the Secretary of Defense, the list of candidates will undergo a review by the Office of General Counsel of the Department of Defense and the Office of the Advisory Committee Management Officer to ensure compliance with federal and DoD governance requirements, including compliance with the Board's charter and membership balance plan. Following this review, the USD(AT&L) discusses the potential organizations/individuals with the Secretary of Defense or the Deputy Secretary of Defense and requests authorization to proceed with the nominations. Pursuant to DoD policy, only the Secretary of Defense or the Deputy Secretary of Defense can invite or approve the appointment of individuals to serve on DoD established or supported advisory committees and subcommittees.

Following the Secretary of Defense or the Deputy Secretary of Defense authorization and the USD(AT&L)'s subsequent administrative certification, the candidates are required to complete the necessary appointment paperwork, to include meeting ethics requirements stipulated by the Office of Government Ethics for Board members. Consistent with authority delegated to DoD Sponsors, the USD(AT&L) will appoint the Board's leadership from among the membership previously appointed in accordance with DoD policies and procedures.

All Board appointments are for one-to-four year terms of service, with annual renewals. No member, unless authorized by the Secretary of Defense or the Deputy Secretary of Defense, may serve more than two consecutive terms of service on the Board, including its subcommittees, or serve on more than two DoD Federal advisory committees at one time.

Membership vacancies for the Panel and any subcommittees will be filled in the same manner as described in the previous three paragraphs.

6. Subcommittee Balance: The DoD, when necessary and consistent with the Board's mission and DoD policies and procedures, may establish subcommittees, task forces, or working groups to support the Board.

Individuals considered for appointment to any subcommittee of the Board may come from the Board itself or from new nominees, as recommended by the USD(AT&L) and based

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upon the subject matters under consideration. Pursuant to Secretary of Defense policy, the USD(AT&L) is authorized to administratively certify the appointment of subcommittee members if the Secretary of Defense or the Deputy Secretary of Defense has previously authorized the individual's appointment to the Board or another DoD advisory committee. If the Secretary of Defense or the Deputy Secretary of Defense has not previously authorized the appointment of the individual to the Board or another DoD advisory committee, then the individual's subcommittee appointment must first be authorized by the Secretary of Defense or the Deputy Secretary of Defense and subsequently administratively certified by the USD(AT&L).

Subcommittee members will be appointed to a term of service of one-to-four years with annual renewals, even if the member in question is already a Board member. Subcommittee members, if not full-time or permanent part-time Federal officers or employees, will be appointed as experts or consultants pursuant to 5 U.S.C. § 3109 to serve as SGE members. Subcommittee members who are full-time or permanent part-time Federal officers or employees shall be appointed pursuant to 41 C.F.R. § 102-3.130(a) to serve as RGE members.

Consistent with authority delegated to DoD Sponsors, the USD(AT&L) will appoint the subcommittee leadership from among the subcommittee membership previously appointed in accordance with DoD policies and procedures.

Currently, the DoD has approved 10 subcommittees to the Board. Subcommittee members must be eminent authorities in the fields of science, technology, manufacturing, acquisition process, and other matters of special interest to the DoD .

- 1) Defense Science Board Task Force on Strategic Options – No more than 15 members with a focus on identifying new creative and effective weapons system concepts and operational concepts so as to rebalance cost and benefit in order to regain, in a sustainable manner, the operational dominance of the United States Armed Forces at the beginning of this century.
- 2) Defense Science Board Task Force on Cyber Supply Chain – No more than 15 members to assess whether current practices are able to effectively mitigate malicious supply chain risk and whether opportunities exist to modify or strengthen current practices.
- 3) Defense Science Board Task Force on Deterring, Preventing, and Responding to the Threat or Use of Weapons of Mass Destruction – No more than 15 members to identify ways in which deterrence can evolve given a changing security environment and, should deterrence alone prove inadequate, identify additional ways to prevent and respond, for both the United States and its allies. The study will investigate how the threat or use of weapons of mass destruction (nuclear, chemical, biological, and radiological weapons) can be best addressed through deterrence, prevention, defense and/or response.
- 4) Defense Science Board Task Force on Military Satellite Communication and Tactical Networking – Seventeen members to review the current U.S. military satellite

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communication and tactical networking capabilities, identify shortfalls within existing and planned capability development, and then propose mid- and long-term system and technology improvements needed to allow effective complex operations against advanced threats.

- 5) The Permanent Task Force on Nuclear Weapons Surety – No more than 15 members who assess all aspects of the Air Force nuclear weapons surety to include military, Federal, and contractors.
- 6) Defense Science Board Study on Defense Strategies for Advanced Ballistic and Cruise Missile Threats – No more than 15 members to (a) review current and future ballistic and cruise missile threats, (b) assess the implications of those systems to the survivability of U.S. critical assets, (c) review current U.S. responses to those threats and counter-measures that might nullify those responses, (d) investigate and prioritize a proposed short- and long-term U.S. response, and e) address the cost-effectiveness of any proposed recommendations.
- 7) Defense Science Board Task Force on Air Dominance – No more than 15 members to consider the most effective science, technology, capability, and systems for maintaining air dominance beyond the next decade. The Task Force on Air Dominance should identify and recommend, in the context of projected threats, strategies to establish and maintain our freedom of action in the air in support of national objectives.
- 8) Defense Science Board Task Force on Cyber Deterrence – Sixteen members to consider the requirements for effective deterrence of a cyber attack(s) against the U.S. and its allies/ partners and to identify critical capabilities (cyber and non-cyber) needed to support deterrence, war-fighting, and escalation control against a highly cyber-capable adversary.
- 9) Task Force on Defense Strategies for Ensuring the Resilience of National Space Capabilities – Sixteen members to identify and recommend, in the context of current and projected threats, strategies to enhance the net resilience of our national security space enterprise including those critical elements provided by our international partners and the commercial sector. The study should consider all facets of space control including the balanced roles of deterrence measures, the requirements of space situational awareness, protection measures, and active defense concepts.
- 10) Defense Science Board Task Force on Next-Generation Unmanned Undersea Systems – No more than 15 members to review the nation's undersea warfare capabilities. The Defense Science Board Task Force on Next-Generation Unmanned Undersea Systems should explore roles and missions for candidate unmanned undersea systems with emphasis on leveraging the advantages in the undersea domain to disrupt adversary strategies both undersea and in other domains, focusing on technical capabilities and operational concepts that could result in low-cost, rapidly developed systems that enable cost-imposing strategies.

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7. Other: As nominees are considered for appointment to the Board, the DoD adheres to the Office of Management and Budget's Revised Guidance on Appointment of Lobbyists to Federal Advisory Committee, Boards, and Commissions (79 FR 47482; August 13, 2014) and the rules and regulations issued by the Office of Government Ethics; and the Director of the Office of Science and Technology Policy memorandum of December 17, 2010, concerning scientific integrity.
8. Date Prepared: May 6, 2016